

Draft Business Reference Model Comment Response Document

**Federal Enterprise Architecture
Program Management Office (FEAPMO)
July 31, 2002**

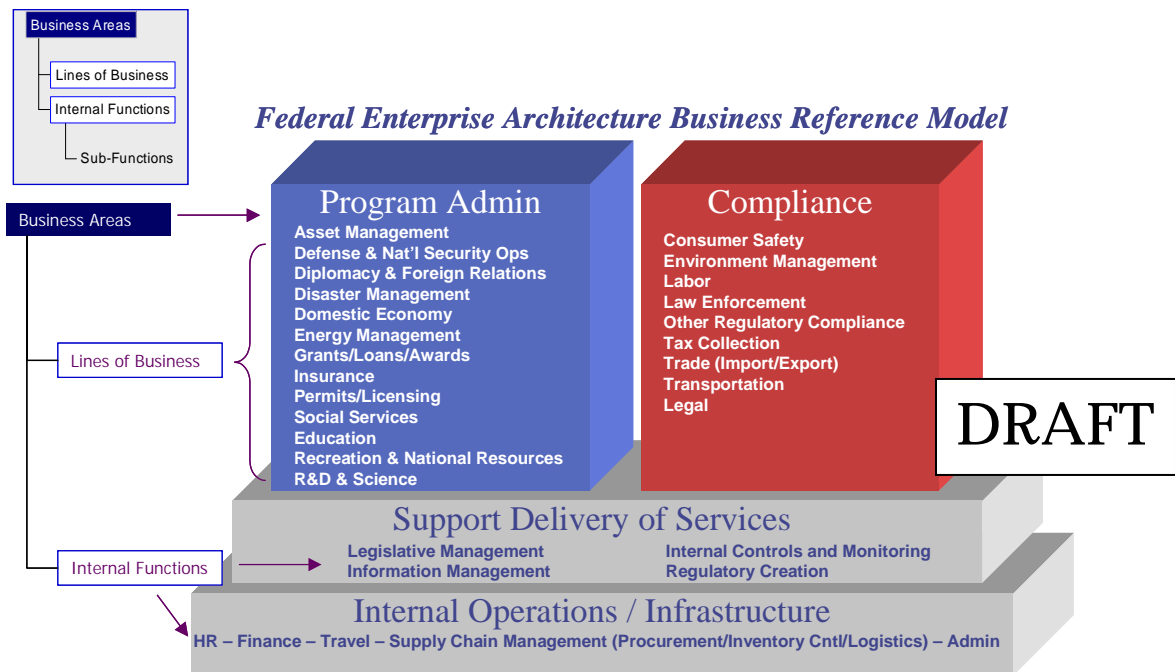
INTRODUCTION

The Federal Enterprise Architecture Program Management Office (FEAPMO) was created by OMB in February of 2002. The FEAPMO was established to address a key barrier to E-Government success identified by the 2001 E-Government Task Force – the lack of a Federal Enterprise Architecture. One of the first tasks undertaken by the FEAPMO was the development of the Business Reference Model, a framework for describing the “business” of government independent of the organizations that perform it.

This document summarizes the responses the FEAPMO prepared to Agencies’ comments on the initial draft Business Reference Model, issued to Agencies on April 26th, 2002. For a copy of the draft model, as well as definitions for the Lines of Business and Sub-Functions contained within the draft model, please see the FEAPMO website at www.feapmo.gov. The website contains a wealth of information on the FEA effort, including the revised model – Business Reference Model Version 1.0 – and its definitions.

BRM DEVELOPMENT PROCESS

The FEAPMO collected and analyzed high-level business architecture information from agencies across the Federal government to capture and build upon the architecture work of the E-Government Task Force. The initial Draft Business Reference Model (BRM) contained four Business Areas, 31 Lines of Business, and 132 Sub-Functions. The Draft Business Areas and Lines of Business are pictured below:



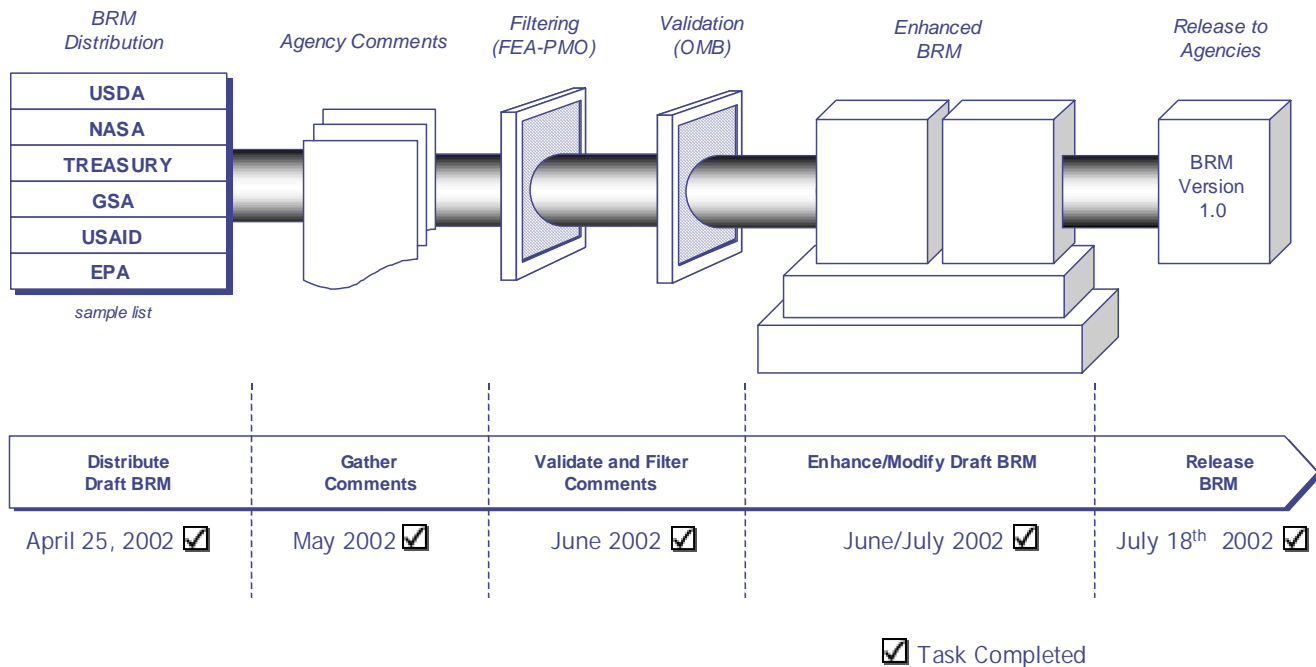
The FEAPMO then mapped Federal agencies and their major Information Technology (IT) investments into this Draft Business Reference Model in an attempt to capture the role agencies and IT play in supporting the government's business. All Agency and initiative information as well as their mappings to these Lines of Business were entered into the automated repository used to manage this effort, the Federal Enterprise Architecture Management System (FEAMS).

AGENCY VALIDATION

Validation reports were sent out to an initial group of agencies on April 26, 2002, with a request for comments on the BRM and on the mapping of the proposed business lines to agencies and agency initiatives. Agency comments were received from May 10 through May 24, 2002 and were organized according to their focus (i.e., business model comments, agency mappings, initiative mappings).

During the month of June 2002, the FEAPMO analyzed all agency comments regarding the business model and made revisions to the model where appropriate. Once the initial version of the BRM was finalized, data in FEAMS was updated to reflect the changes in the new version of the BRM.

The BRM validation process is outlined in the figure below:



DOCUMENT OVERVIEW

Section 1: Summary of Comments and Responses

The document begins with general comments on the BRM followed by more specific comments on each Line of Business. Comments and responses are organized according to the layout of the Draft BRM. All comments have been edited for clarification and the preservation of anonymity.

Section 2: Summary of Changes for Each Line of Business

This section outlines the changes to each of the Lines of Business presented in the draft BRM. Deleted Lines of Business and new Lines of Business are also discussed.

Section 1: Summary of Comments and Responses

SECTION 1: SUMMARY OF COMMENTS AND RESPONSES

Comments and responses are organized by Line of Business as follows:

- GENERAL BRM COMMENTS
- PROGRAM ADMINISTRATION BUSINESS AREA
 - ASSET MANAGEMENT
 - DEFENSE AND NATIONAL SECURITY OPS
 - DIPLOMACY AND FOREIGN RELATIONS
 - DISASTER MANAGEMENT
 - DOMESTIC ECONOMY
 - ENERGY MANAGEMENT
 - GRANTS/LOANS/AWARDS
 - INSURANCE
 - PERMITS/LICENSING
 - SOCIAL SERVICES
 - EDUCATION
 - RECREATION AND NATURAL RESOURCES
 - RESEARCH & DEVELOPMENT & SCIENCE
 - OTHER PROGRAM ADMINISTRATION COMMENTS
- COMPLIANCE BUSINESS AREA
 - CONSUMER SAFETY
 - ENVIRONMENTAL MANAGEMENT
 - LABOR
 - LAW ENFORCEMENT
 - OTHER REGULATORY COMPLIANCE
 - TAX COLLECTION
 - TRADE (IMPORT/EXPORT)
 - TRANSPORTATION
 - LEGAL
- SUPPORT DELIVERY OF SERVICES BUSINESS AREA
 - LEGISLATIVE MANAGEMENT
 - INFORMATION MANAGEMENT
 - INTERNAL CONTROLS AND MONITORING
 - REGULATORY CREATION
 - OTHER SUPPORT DELIVERY OF SERVICES COMMENTS
- INTERNAL OPERATIONS/INFRASTRUCTURE BUSINESS AREA
 - HUMAN RESOURCES
 - FINANCE
 - SUPPLY CHAIN MANAGEMENT
 - ADMINISTRATION
 - OTHER INTERNAL OPERATIONS/INFRASTRUCTURE COMMENTS

GENERAL BRM COMMENTS

Comment: *It is very difficult to distinguish between the Support Delivery of Services and Internal Operations areas. What are the criteria for allocating a function to one area or the other? What is the value in separating the two areas? These areas also lack the level of detail found in Program Administration and Compliance which would permit a clear understanding of which Sub-Functions should align with which Line of Business, and give confidence that all Lines of Business and Sub-Functions have been captured appropriately. For example, where would such critical work as Enterprise Architecture development and business case development reside in the model?*

Response: Many of these concerns have been addressed. Additional Lines of Business and Sub-Functions have been incorporated into the Support Delivery of Services area that more accurately address the support provided to agency programs or functions. The Internal Operations/Infrastructure Business Area has been divided into inter-agency and intra-agency sub-areas to account for agencies' back office activities that support their own citizen-focused Lines of Business (*Intra-Agency*) and agencies that provide services for other federal agencies as their clientele base (*Inter-Agency*). Work such as Enterprise Architecture Planning and other related tasks are now captured in the new "Planning and Resource Allocation" function in the Support Delivery of Services Business Area.

Comment: *The top-level areas (Program Administration, Compliance, Support Delivery of Services, and Internal Operations) should be more explicitly defined using commonly understood terminology. Business areas are defined as follows:*

- *Program Administration – Lines of Business of an agency that involve the provision of goods or services to an outside stakeholder*
- *Compliance – Lines of Business of an agency that involve the agency enforcing rules and regulations on an outside party (another agency, industry, etc.). The policing role is differentiated from a responsibility role.*

Response: The top-level Business Areas have been restructured and the definitions reworded. The Program Administration and Compliance areas were combined into one area – Services to Citizens. While some Lines of Business are purely compliance or purely program administration, a significant number had aspects of both areas. Rather than create duplicate Lines of Business within each Business Area, Program Administration and Compliance were combined into Services to Citizens. This Business Area is now defined as the delivery of citizen-focused, public, and collective goods and/or benefits as a service and/or obligation of the Federal Government to the benefit and protection of the nation's general population.

PROGRAM ADMINISTRATION BUSINESS AREA

ASSET MANAGEMENT

Comment: *Consider adding an Intellectual Property Sub-function. This would refer to any agency involved in protecting Intellectual Property (i.e., patents, trademarks, and copyrights).*

Response: The “Asset Management” Line of Business has been divided into two separate Lines of Business, “Public Asset Management” and “Marketable Asset Management.” Intellectual property related management falls into the Public Records/Data Management Sub-Function under “Public Asset Management.” Functions related to the *enforcement* of intellectual property rights are in the Intellectual Property Protection Sub-Function in the “Law Enforcement” Line of Business.

Comment: *There is a question as to whether the Financial Sub-Function of Asset Management covers customer/consumer service (e.g., The provision of mutilated currency replacement service to the public and businesses).*

Response: The replacement of mutilated currency belongs under the Monetary Control Sub-Function within the “Domestic Economy” Line of Business. Monetary Control is any activity relating to the creation, regulation, and control of the nation’s currency and coinage supply and demand.

Comment: *An HR/Personnel Sub-Function should be added to the Asset Management Line of Business.*

Response: All human resources related functions fall into the “Human Resources” function within the Internal Operations/Infrastructure Business Area with either the Inter-Agency or Intra-Agency sub-areas.

Comment: *The definition for the financial Sub-Function of Asset Management should be expanded to include debt collection.*

Response: Debt Collection has now been addressed in the new “Revenue Collection” Line of Business as its own Sub-Function along with Tax Collection and Other Revenue Collection.

Comment: *A Sub-Function for Forfeited Property should be added to the Asset Management Line of Business.*

Response: The management of forfeited property is covered in the “Marketable Asset Management” Line of Business under the Personal Property, Real Property, or Financial Assets Sub-Functions, depending on the type of forfeited property. “Marketable Asset Management” encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the federal government with a commercial value and (potentially) sold on the private sector.

Comment: *A Customer Service Sub-Function should be added to the Asset Management Line of Business.*

Response: Because Customer Service is an activity for multiple Lines of Business, a Sub-Function has been added to the newly created "Public Affairs" Line of Business within the Support Delivery of Services Business Area.

Comment: *The “Asset Management” Line of Business is applicable to many organizations not as a program addressing direct delivery of benefits and services to citizens, but rather from the perspective of Support Delivery of Services or Internal Operations. Many Departments manage significant assets in multiple asset classes (such as National Cemeteries, Hospitals, other facilities, prescription drug caches to support response to National emergencies, other supplies, etc.) in conjunction with the programs and sub functions described. Consider addressing “Asset Management” as a sub function in one of these areas.*

Response: The management of federally owned internal assets (such as buildings or automobiles) used and managed by Federal agencies is captured within the Facilities, Fleet, and Equipment Management Sub-Function under the “Administration” within the Internal Operations/Infrastructure Business Area. The management of federally owned external assets (those items deemed a public good and distributed to citizens) is captured within “Public Asset Management” or “Marketable Asset Management” within the Services to Citizens Business Area.

DEFENSE AND NATIONAL SECURITY OPS

Comment: *Consider an Emergency Preparedness and Planning Sub-function. This would include Sub-Functions related to the seizure of commercial shipping for national defense, and activation of the Ready Reserve Fleet for military sealift support, when a national emergency is declared.*

Response: The FEAPMO is continuing to work with the Department of Defense to develop the Lines of Business and Sub-Functions associated with the Defense Business Areas. This comment will be integrated with the results of those discussions.

DIPLOMACY AND FOREIGN RELATIONS

Comment: *A number of agreements exist with foreign agencies related to joint efforts that are not on the level of foreign relations or diplomacy. Consider creating a new internal function that captures international agreements but does not give the mistaken impression that Foreign Relations and Diplomacy is a Line of Business.*

Response: All international relations, whether formal or informal, are captured within the Treaties and Agreements Sub-Function.

DISASTER MANAGEMENT

Comment: *A Workforce Planning Sub-Function should be added to the Disaster Management Line of Business.*

Response: Workforce planning is a key function associated with all Lines of Business in the Business Reference Model. As such, workforce planning and other related Human Resource operations are called out in their own Line of Business in the Internal Operations and Infrastructure Business Area.

DOMESTIC ECONOMY

Comment: *A proposed Forecast and Warning Services for the Protection of Life and Property Sub-Function should be added. Sufficient warning services have a bearing on the scope of economic loss due to weather events, in terms of lives saved and in the protection of property. These savings are considered to be in the billions of dollars.*

Response: While the prevention of loss of life and property does have a financial impact on the domestic economy, the direct impact of work within this function belongs within the “Disaster Management” Line of Business, as that is the primary reason for forecasting and warning. The effect on the economy, while substantial, is more of an indirect result of the forecasting and warning. These secondary relationships between business lines provide important information and will be integrated into future iterations of the Business Reference Model.

ENERGY MANAGEMENT

No Comments

GRANTS/LOANS/AWARDS

Comment: *The activities and functions of the “Grants/Loans/Awards” should be viewed as mechanisms for achieving program activities.*

Response: The "Grants/Loans/Awards" Line of Business has been renamed to “Federal Financial Assistance” and has been transferred to the Support Delivery of Services Business Area because it is now considered a “mechanism” for achieving program activities. This more clearly reflects the purpose of grants and loan programs that are used in support of other program objectives.

Comment: *Where does the work with multi-lateral development banks in providing loans to foreign governments and business belong?*

Response: Loans to foreign governments and companies would be mapped to the Loan Assistance Sub-Function in the “Federal Financial Assistance” Line of Business. Additionally, these activities would be mapped to Foreign Economic Development within the "Diplomacy and Foreign Relations" Line of Business.

Comment: *Grants should read Federal Financial Assistance Awards/Agreements.*

Response: The "Grants/Loans" Line of Business has been renamed to "Federal Financial Assistance" and moved to the Support Delivery of Services Business Area.

INSURANCE

Comment: *Consider adding a Verify Insurance Sub-Function. This would include functions associated with verifying evidence of insurance for motor carriers prior to operation.*

Response: The "Insurance" Line of Business describes the processes associated with establishing and servicing insurance. It does not address issues associated with validating whether third parties possess insurance. Depending on what the nature of the verification is, this activity would fall within other Lines of Business. Verifying motor vehicle insurance, for example, would be an activity within "License Issuing and Control."

Comment: *Recommend adding a Monitor Risks/Defaults (manage performance) Sub-Function.*

Response: Monitoring risks/defaults has been addressed in the Support Delivery of Services Business Area with the Program Monitoring Sub-Function of the modified Controls and Oversight Line of Business.

PERMITS/LICENSING

Comment: *No definition exists for this business line.*

Response: The "Permits/Licensing" Line of Business has been renamed to "Regulated Activity Approvals" with two Sub-Functions: License Issuing & Control and Permit Issuing & Control. "Regulated Activity Approvals" involves granting permission to conduct a regulated activity within the United States. Definitions have been created for the Line of Business and each of the Sub-Functions.

Comment: *There needs to be a Sub-Function for Permits.*

Response: See above response.

Comment: *Reclassify the "Permits and Licensing" Line of Business to become "Authorizations" with Permits, Licensing, and Registrations as Sub-Functions. This more correctly broadens the category to include other related functions.*

Response: “Permits and Licensing” has been renamed to “Regulated Activity Approvals” with two Sub-Functions: “License Issuing & Control” and “Permits Issuing & Control.” After careful consideration, it was determined that Registrations is an activity of many Sub-Functions and not at the same level of detail as other Sub-Functions. A Registration activity, therefore, should be mapped to the associated Sub-Function.

SOCIAL SERVICES

Comment: *Add a Sub-Function for Immigration Benefits.*

Response: Social Services pertaining to specific demographics were removed because the actual services (e.g., monetary, medical, housing, etc.) are the same regardless of the demographic. Thus references to immigrant and refugee services were not included.

Comment: *Add a Sub-Function for the Provision of Public Facilities.*

Response: The provision of public facilities is captured within the Public Facilities Sub-Function under the newly created “Public Asset Management” Line of Business.

EDUCATION

Comment: *Where does work pertaining to the support of training and advice to foreign governments on financial and financial markets issues belong?*

Response: Training and advice to foreign governments is captured under the Foreign Socio-Economic and Political Development Sub-Function under the "Diplomacy and Foreign Relations" Line of Business and also the Advising and Consulting Sub-Function under the "Education" Line of Business.

Comment: *Consider adding a Government-wide Program Management Sub-Function.*

Response: Government program management activities are addressed in the Support Delivery of Services Business Area within the "Planning and Resource Allocation" Line of Business.

RECREATION AND NATURAL RESOURCES

No Comments

RESEARCH & DEVELOPMENT & SCIENCE

Comment: *Where do Wind Tunnels fall? They are a facility but are also used for R&D and Science.*

Response: The “facilities management” activities associated with a wind tunnel (or any federal building) should be mapped to the Facilities, Fleet, and Equipment Sub-Function within the "Administration" function. However, the research activities that take place inside a wind tunnel should be mapped to the "Research and Development" Line of Business.

OTHER PROGRAM ADMINISTRATION COMMENTS

Comment: *Add a new Line of Business, Collections/Government Finances, to capture the management of total U.S. Government (as opposed to agency) finances. Proposed Sub-Functions: Collect Money Due U.S., Make Payments, Perform Central Accounting Function, and Manage Cash Flow and Borrowing.*

Response: Functions associated with the management of federal finances are considered an internal activity and fall within the "Financial Management" function of the Internal Operations/Infrastructure Business Area. To account for the fact that is an outward facing function for some agencies (like Treasury), the revised BRM accounts for “Inter-agency” back-office functions. Additionally, a “Revenue Collection” Line of Business has been added to the Services to Citizens Business Area. It is located in this Business Area because it requires the interaction of citizens.

Comment: *Where do the sales of products (coins, jewelry, etc...) to the public and currency to foreign governments belong?*

Response: Product sales are captured in the newly created Line of Business, "Marketable Asset Management." Additionally, marketing operations would fall within the Product Marketing Sub-Function of the “Public Affairs” Line of Business. Because of their orchestrated and direct impact on the economy, International

currency exchanges should be mapped to Monetary Control within the “Domestic Economy” Line of Business.

Comment: *OMB should consider adding a new Line of Business to the Program Administration Business Area to clearly distinguish the delivery of earned benefits and services from unearned. Earned benefits encompass all activities associated with the provision of services and benefits to U.S. citizens that have been earned through the contribution of money or service to the United States. This distinction has significant implications on both the execution of the programs themselves, and on the perception of those programs by both the intended customer base and numerous stakeholders.*

Response: The definition of the "Social Services" Line of Business has been re-worded to acknowledge the distinction between earned and unearned benefits. However, the processes and activities associated with the delivery of earned versus unearned benefits are substantially similar. As a result, both remain in the same category.

Comment: *Consider adding a Federal Retirement Line of Business with Collect Contributions, Make Payments, and Process Claims Sub-Functions.*

Response: A Benefits Management Sub-Function has been added to the "Human Resources" function within the Internal Operations/Infrastructure Business Area for both Inter and Intra-Agency Operations. This Sub-Function includes federal retirement benefits.

Comment: *Need to add a Procurement Line of Business or Sub-Function.*

Response: In the BRM Version 1.0, there are now two distinct Procurement Sub-Functions within the "Supply Chain Management" Line of Business. Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by the federal government. Services Acquisition involves the oversight and/or management of contractors and service providers from the private sector.

Comment: *Include a records management Sub-Function at some lower level.*

Response: A Public Records/Data Management Sub-Function has been added under the “Public Asset Management” Line of Business to include intellectual property, government records, historical documents, etc. Additionally, the “Business Management of Information” Line of Business within the Support Delivery of Services

Business Area has been added to include all activities associated with internal records management.

COMPLIANCE BUSINESS AREA

CONSUMER SAFETY

No Comments

ENVIRONMENTAL MANAGEMENT

Comment: *Representing environmental management as a regulatory "compliance" function severely under represents today's environmental protection Lines of Business. It has grown significantly from the days when regulation and compliance was the primary function. In addition, it is very important to highlight the role of human health protection as a core component of this Line of Business.*

Response: This confusion should be addressed with the creation of the Services to Citizens Business Area. This new Business Area is a combination of the Program Administration and Compliance Business Areas without an absolute distinction between pure compliance and pure program administrative activities. This new Business Area acknowledges that a significant number of Line of Business have aspects of both areas - as this example highlights. As far as the human health issue is concerned, the FEAPMO acknowledges that the mission of environmental protection is the protection of both human health and the environment. However, to combine these two similar but not identical functions in the BRM would detract from the analytical capabilities of the model. With this in mind, Public Health was called out as its own Line of Business in the revised model. It is important to note that this does not preclude environmental organizations, like the Environmental Protection Agency, from mapping themselves or their programs/initiatives to the Public Health Line of Business.

LABOR

No Comments

LAW ENFORCEMENT

Comment: *There should be a Coordination of Law Enforcement Actions Sub-Function defined as: “functions associated with the identification of non-compliance and notification of appropriate law enforcement agencies.”*

Response: Coordination efforts across agencies, bureaus, organizations, and offices are a common process associated with all Lines of Business and implied therein. In fact, the purpose behind the BRM is to identify the many agencies that participate in certain Lines of Business and to thereby promote communication and collaboration between these agencies. Still, the FEAPMO will continue to look at this suggestion over the upcoming year to determine if “Communication and Collaboration” should be called out as its own Line of Business.

Comment: *Add a Sub-Function for Citizen Protection.*

Response: A new Sub-Function called Citizen Protection has been added to the “Law Enforcement” Line of Business within the BRM version 1.0.

Comment: *Add Investigation of Fraud and Abuse Sub-Function.*

Response: The investigation of fraud and abuse is captured within the Criminal Investigation & Surveillance Sub-Function within the “Law Enforcement” Line of Business.

OTHER REGULATORY COMPLIANCE

Comment: *Add Monitoring and Oversight.*

Response: The “Controls and Oversight” Line of Business within the Support Delivery of Services Business Area addresses all activities associated with program evaluation, audits, monitoring, oversight, and other related programmatic compliance activities.

Comment: *Add Audits and Program Evaluation Sub-Function.*

Response: See previous response.

TAX COLLECTION

Comment: *A Tax collection Line of Business does not appear in the BRM.*

Response: A Tax Collection Sub-Function has been added under the "Revenue Collection" Line of Business.

TRADE (IMPORT/EXPORT)

Comment: *Aspects of International trade appear in several Lines of Business and Sub-Functions (e.g. Defense & National Security Operations-Border Control, Diplomacy-Trade and Treaties, Research and Development – Data & Statistics Development, and Trade). Since International Trade is a proposed Federal Segment, should it be identified as a separate business line?*

Response: In BRM Version 1.0, all International Trade is captured in the "Trade (Import/Export)" Line of Business.

TRANSPORTATION

Comment: *A "Transportation" Line of Business should be added to the Program Administration Business Area to cover Air Traffic Services and Commercial Space Transportation programs. No other Line of Business in the "Program Administration" area adequately covered these programs. In addition, the draft BRM only included a "Transportation" Line of Business in the Compliance Business Area. These programs are not compliance-related. Also, consider adding two Sub-Functions for this Line of Business: Air Traffic Services (Functions associated with operation of the Nation's air traffic control system) and Commercial Space Transportation (Functions associated with commercial [versus NASA, military] space launches).*

Response: A "Transportation" Line of Business has been added to the new BRM version 1.0. Its Sub-Functions include: Air Traffic Control, Land Transportation, Maritime Transportation, and Commercial Space Operations. The confusion regarding compliance and program administration should be addressed with the creation of the Services to Citizens Business Area. This new Business Area is a combination of the Program Administration and Compliance Business Areas without an absolute distinction between pure compliance and pure program administrative activities. This new Business Area acknowledges that a significant number of Lines of Business have aspects of both areas - as this example highlights.

LEGAL

Comment: *No definitions were provided for the Sub-Functions listed under the “Legal” Line of Business in the Compliance Business Area.*

Response: Definitions for all Lines of Business and Sub-Functions were reviewed, added, or modified where appropriate.

Comment: *Add a Bankruptcy Sub-Function.*

Response: The existing Sub-Functions within the "Legal" Line of Business include all of the activities required of a bankruptcy case.

SUPPORT DELIVERY OF SERVICES BUSINESS AREA

LEGISLATIVE MANAGEMENT

Comment: *Add a Sub-Function for Provide Legal Advice within the “Legislative Management” Line of Business. This is an important internal activity performed by agency general counsels in support of agency management.*

Response: The provision of legal advice is a component process of many of the Sub-Functions within the model. If it is legal advice for congressional testimony, the activity should be mapped to the “Legislative Management” Line of Business. If it is legal advice for regulatory development, the activity should be mapped to the “Regulatory Management” Line of Business. If required, identifying this activity as its own Line of Business or Sub-Function will be addressed in future versions of the BRM.

Comment: *Add Manage Property and Space for Congressional Members Sub-Function.*

Response: The management of Congressional members’ property and space falls within the Facilities, Fleet and Equipment Management Sub-Function in the "Administrative" function of the Internal Operations/Infrastructure Business Area.

INFORMATION MANAGEMENT

Comment: *Compliance is mentioned. However, it is not clear where assurance fall. Assurance issues are front-end submission/processing concerns.*

Response: Cross-cutting issues like assurance are required by a large number of Lines of Business or Sub-Functions and were therefore not called out specifically in the model, although it is clearly a primary part of the Security Management and Information Collection Sub-Functions.

Comment: *There should be an external piece to the "Information Management" Line of Business.*

Response: The Public Records/Data Management Sub-Function within the “Public Asset Management” Line of Business, which is defined to include intellectual property, government records, etc, covers the management of “external” information

on behalf of the public. In addition, depending on the nature of the information exchange, Information Management could be considered a Public Affairs Line of Business.

Comment: *The Information Management area appears to be incomplete. While elements of the life cycle are called out (e.g., Define Information Requirements), system development, system deployment, and other elements are not addressed and should be added. Also, it would be useful to differentiate between what belongs in Information Management as opposed to what belongs in IT Infrastructure under Internal Operations. It is assumed that Information Management activities refer to specific Lines of Business or internal functions, while IT Infrastructure supports multiple Lines of Business or internal functions.*

Response: The "Information Management" function has been renamed to "Business Management of Information" and now includes three Sub-Functions: Information Collection, Record Retention, and Information Sharing. Additionally, "IT Management" has been added to BRM version 1.0 with the following Sub-Functions: Systems Development, Lifecycle/Change Management, and Systems Maintenance. These functions are meant to include such areas as systems development and deployment, maintenance, and management. The IT Infrastructure Maintenance Sub-Function within the Internal Operations/Infrastructure Business Area applies to IT functions required for the daily operations of an Agency such as the internal network, operating systems, and internet/web functions.

Comment: *Add Develop Applications Sub-Function.*

Response: The new "IT Management" Line of Business within BRM version 1.0 includes a Sub-Function entitled Systems Development.

INTERNAL CONTROLS AND MONITORING

Comment: *Consider adding an Initiate Corrective Actions Sub-Function (Functions associated with initiating corrective actions for violations of Federal rules and regulations).*

Response: A Corrective Actions Sub-Function has been added to the renamed "Controls and Oversight" Line of Business.

Comment: *The “Internal Controls and Monitoring” Line of Business appears incomplete. Agencies perform many activities to ensure compliance with environmental, safety, and other regulations. These activities go beyond controlling and monitoring. For example, filling out and submitting various environmental management forms associated with activities. OMB should consider the replication of a large percentage of the Compliance functions in the Support Delivery of Services and Internal Operations areas to capture the compliance-related work which agencies perform to ensure that they themselves are compliant with statutes and regulations.*

Response: The “Internal Controls and Monitoring” function has been renamed to “Controls and Oversight” with the following Sub-Functions: Program Monitoring, Program Evaluation, and Corrective Action. This now addresses both activities that agencies perform to ensure compliance by users of their programs as well as ensuring the Agency's own compliance with government policy, external statutes, and regulations.

Comment: *Add “Risk/Asset Framework” and “Tools” and perhaps define “Compliance” under “Collect Compliance Information.”*

Response: The FEAPMO was unsure what was meant by “Risk/Asset Framework” as proposed by the commenter. To the extent this is a framework used to identify priorities for controls and monitoring, it would be captured under the “Program Monitoring” Sub-Function in the revised BRM.

Automated tools are used for to assist with the management of every Line of Business in the BRM and are therefore not called out individually for each.

The “Collect Compliance Information” Sub-Function was removed in the revised BRM.

Comment: *Add “Evaluate Programs and Operations” Sub-Function for non-compliance related activities.*

Response: A “Program Evaluation” Sub-Function has been added to the “Controls and Oversight” Line of Business within BRM version 1.0.

REGULATORY CREATION

No Comments

OTHER SUPPORT DELIVERY OF SERVICES COMMENTS

Comment: *Add a Line of Business for "Procurement of Goods and Services"*

Response: Both a Services Acquisition and Goods Acquisition Sub-Function exist within the "Supply Chain Management" Line of Business in the Internal Operations/Infrastructure Business Area. Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by the federal government. Services Acquisition involves the procurement, oversight, and/or management of contractors and service providers from the private sector.

Comment: *Support Delivery of Services is sometimes redundant to other areas. Please clarify.*

Response: Some of the definitions have been rewritten to avoid redundancies.

Comment: *There is a significant dichotomy between the functional decomposition listed within Support Delivery of Services and the functional decomposition in Program Administration, Compliance, and Internal Operations Business Areas. The sub functions identified above are generic, low level process descriptors in contrast to the sub functions in the Program Administration, Compliance and Internal Operations Business Areas which encompassed major, distinct business lines. Consideration should be given to organizing these topics as sub functions within the Internal Operations area.*

Response: The process-oriented Sub-Functions within the Support Delivery of Services business have been rewritten. The Sub-Functions of each function now address a category of business activities as opposed to a specific process performed within that function, and a more common level of granularity has been worked across all Business Areas.

Comment: *Although it was unclear from the information provided, it is assumed that Public Affairs functions are included somewhere in either the **Support Delivery of Services** or **Internal Operations** Business Areas. The BRM might include a more specific reference to this Sub-Function.*

Response: A "Public Affairs" Line of Business has been added to the Support Delivery of Services Business Area with the following Sub-Functions: Customer Service, Communications and Outreach, Product Marketing, and Public Relations.

INTERNAL OPERATIONS/INFRASTRUCTURE BUSINESS AREA

HUMAN RESOURCES

Comment: *Consider adding a Complaint Handling Sub-Function (functions associated with the investigation and resolution of unfair treatment of employees).*

Response: A Labor Management Sub-Function has been added to address employee complaints, as well as union related issues.

Comment: *Consider adding a Manage Personnel Policies Sub-Function.*

Response: A Workplace Policy Development and Management Sub-Function exists within the “Administration” function to cover personnel policies and other related functions.

Comment: *Consider adding a "Human Capital, Succession Strategy" Sub-Function.*

Response: Areas addressing employee succession planning are covered in the Staff Recruitment and Employment Sub-Function. In addition, other aspects of workforce planning can be mapped to the “Planning and Resource Allocation” line of Business within the Support Delivery of Services Business Area.

Comment: *Consider adding HR Investigations/Clearance and Payroll Sub-Functions.*

Response: Payroll Management and Expense Reimbursement as well as Security Clearance Management Sub-Functions have been added to the “Human Resources” Line of Business.

FINANCE

Comment: *Consider adding a Manage Payroll Activity Sub-Function (functions associated with the implementation of payroll policies, practices and standards).*

Response: Payroll Management and Expense Reimbursement have been added as Sub-Functions within the "Human Resources" Line of Business.

Comment: *Consider adding Manage Revenue and Receipts, Manage Costs, and Manage Billing Sub-Functions.*

Response: The "Financial Management " Sub-Functions have been reworked to mirror the Joint Financial Management Improvement Program (JFMIP) requirements.

SUPPLY CHAIN MANAGEMENT

Comment: *Where does tracking the building of vehicles (space shuttles, boats, planes, etc.), both internal and external assets involved, belong? This ability is not yet present, but is moving in that direction.*

Response: The tracking of the assets associated with the development and production of vehicles should be mapped to Goods Acquisition within "Supply Chain Management." The tracking of vehicles should be mapped to the Inventory Control Sub-Function, also within "Supply Chain Management."

ADMINISTRATION

Comment: *No definition was provided for Facilities Management under the "Administration" function in the Internal Operations Business Area. This Sub-Function is identified to cover the extensive internal infrastructure of government-owned and leased facilities necessary to carry out the agency's mission. OMB, however, might consider adding a new internal function under Internal Operations for Asset Management similar to that in the Program Administration Business Area.*

Response: Facilities Management has been expanded to Facilities, Fleet, and Equipment Management to include the management of all property used for the purpose of internal government operations.

Comment: *Consider adding a "Process Controlled Correspondence" Sub-Function to include FOIA and Congressional Inquiry tracking.*

Response: These processes currently fall in several Lines of Business. Most aspects of FOIA and Congressional Inquiry Tracking will fall within the Business Management of Information Line of Business. The Communications and Outreach and Customer

Service Sub-Functions within the public affairs Line of Business would be appropriate for FOIA as well. Furthermore, some aspects of Congressional inquiry tracking could fall in Legislative Management. The FEAPMO will continue to examine if a “Controlled Correspondence” Sub-Function should be added to simplify the mapping process for these processes.

Comment: *Consider adding a Record-keeping Sub-Function.*

Response: Depending on what records are being kept, there are multiple places this activity can be mapped. A Public Records/Data Management Sub-Function exists within the “Public Asset Management” Line of Business under Services to Citizens to capture record keeping functions of public data. The management of internal records (e.g., HR, financial, and inventories) should be mapped to the Internal Operations/Infrastructure Business Area. Information that is required to deliver a citizen service should be mapped to the “Business Management of Information” Line of Business within the Support Delivery of Services Business Area.

Comment: *Facilities Management under Administration is not defined. However, it is noted that agencies operate facilities built not only on agency property, but also on land owned by other organizations, such as other federal agencies and foreign nations.*

Response: Facilities Management has been expanded to Facilities, Fleet, and Equipment Management to include the management of all property used for the purpose of internal government operations. Depending on whom the property is managed for (i.e., an external client to the federal government or a client within the federal government), it will be considered either an *Intra-Agency* operation or an *Inter-Agency* operation.

Comment: *The Policy Making and Strategic Planning/Performance Measures Sub-Functions appear inappropriately located under “Administration.” “Administration” is defined as “involving the day to day management of the internal infrastructure of the organization.” The execution of policy, the Strategic Plan, and the collection of data related to Performance Measures, may have day-to-day characteristics, but their development does not. Please consider adding one or more new internal Lines of Business that could include Strategic Planning, Enterprise Architecture, business case development, and other Sub-Functions that appear now to be absent or inappropriately allocated.*

Response: All planning related functions have been combined into the “Planning and Resource Allocation” Line of Business within Support Delivery of Services Business

Area. This function now includes Budget Formulation, Capital Planning, Enterprise Architecture, Project Planning, and Strategic Planning.

OTHER INTERNAL OPERATIONS/INFRASTRUCTURE COMMENTS

Comment: *A “Business Management” Line of Business should be added to the Internal Operations Business Area to address agencies’ capital asset strategy. This should include two Sub-Functions: Manage Business Relationships (functions associated with ensuring that agency strategies and tools effectively manage business relationships with contractors and financial assistance recipient) and Develop Business Strategies (functions associated with creating and implementing corporate business approaches such as competitive and strategic sourcing to meet agency needs.)*

Response: All planning related functions have been combined into the “Planning and Resource Allocation” function within Support Delivery of Services. This function now includes Budget Formulation, Capital Planning, Enterprise Architecture, Project Planning, Strategic Planning, and Budget Execution.

Comment: *Need to add property management (real and moveable) and records management.*

Response: Facilities Management has been expanded to Facilities, Fleet, and Equipment Management to include the management of all property used for the purpose of internal government operations. Additionally, a Public Records/Data Management Sub-Function exists within the “Public Asset Management” Line of Business under Services to Citizens to capture records management functions.

Comment: *This area could be clarified and rationalized with the rest of the BRM by replicating, for the most part, the “Asset Management” Line of Business in the Program Administration area into the Internal Operations area. “Asset Management” under Internal Operations would mean management of an agency’s own assets. The current allocation of Sub-Functions which could fall under Asset Management, such as inventory control and facilities management, appears non-intuitive, confusing, and may not be complete.*

Response: This issue has been addressed with the reworking of both the “Asset Management” Line of Business and the Facilities Management Sub-Function. “Asset Management” has been subdivided into two separate Lines of Business in the Services to Citizens area, “Public Asset Management” and “Marketable Asset Management.” These two lines cover the management of all citizen-facing assets. Facilities

Management within the “Administration” function has been expanded to Facilities, Fleet, and Equipment Management to include the management of all property used for the purpose of internal government operations.

Comment: *Consider adding a Continuity of Operations/Disaster Management in this Business Area.*

Response: A Continuity of Operations Sub-Function has been added to the “Internal Risk Management and Mitigation” Line of Business in the Support Delivery of Services.

Comment: *OMB should either move Asset Management from Program Administration to Internal Operations, or add an Asset Management function within Internal Operations.*

Response: Facilities Management within the “Administration” function has been expanded to Facilities, Fleet, and Equipment Management to include the management of all property used for the purpose of internal government operations.

Section 2: Summary of Changes for Each Line of Business

Section 2 - BRM version 1.0 Changes

This document describes in detail the changes that have taken place as a result of agency verification and feedback between April 25 and July 22, 2002.

The revised BRM (BRM version 1.0) retains the same three-tiered structure, although significant changes were made at each level. There are now three Business Areas (formerly four), 35 Lines of Business (formerly 31), and 137 (formerly 132) Sub-Functions.

The most significant change at the Business Area level includes combining Program Administration and Compliance into Citizen Services. This change highlights the government's citizen-focused delivery of services and avoids confusion where Lines of Business contain aspects of both Compliance and Program Administration (e.g., Transportation, Workforce Management, Environmental Management).

Within the Citizen Services Business Area, prominent changes include reworking sub-functions to ensure a consistent level of granularity and splitting **Asset Management** into two new Lines of Business: **Public Asset Management** and **Marketable Asset Management**. The **Grants/Awards/Loans** Line of Business was renamed **Federal Financial Assistance** and moved to the Support Delivery of Services Business Area. **Permits & Licenses** was renamed **Regulated Activity Approval**. And two new Lines of Business, **Revenue Collection** and **Public Health**, were added.

Within the Support Delivery of Services Business Area, summary changes include reworking sub-functions to ensure a consistent level of granularity and adding the following new Sub-Functions: **Planning and Resource**, **Public Affairs**, and **Internal Risk Management and Mitigation**.

And finally, within the Internal Operations/Infrastructure Business Area, summary changes include splitting "Internal Operations/Infrastructure" to address the difference between Inter-Agency and Intra-Agency Operations, modifying **Supply Chain Management** to address both Goods and Services Acquisition, and aligning the **Financial Management** Sub-Functions with Joint Financial Management Improvement Program (JFMIP) requirements.

The following pages include a list of detailed changes organized alphabetically according to the three Business Areas and the Lines of Business from both the Draft BRM and BRM version 1.0. For illustrative purposes, the Line of Business color-coding matches both the original Draft BRM and current (BRM version 1.0) color schemes.

SERVICES TO CITIZENS (FORMERLY PROGRAM ADMIN AND COMPLIANCE)

Asset Management (Split into two Lines)

Draft BRM

Asset Management

- Commercial Products
- Facilities
- Financial
- Information
- Natural Resources
- Technology
- Land

BRM version 1.0

Marketable Asset Management

- Personal Property
- Real Property
- Financial Assets

Public Asset Management

- Cultural Archives and Artifacts
- Public Funds
- Public Facilities
- Public Records/Data Management

Changes	Explanation
Split Asset Management into two Lines of Business: 1) Marketable Asset Management , and 2) Public Asset Management	This split recognizes two distinct asset classes that the federal government manages. Marketable Asset Management includes assets that have a commercial value and subsequently sold in the private sector. Public Asset Management , on the other hand, includes assets that are entrusted to the federal government to manage as a public good and not marketed in the private sector. See Marketable Asset Management and Public Asset Management for specific changes.

Consumer Safety

Draft BRM

Consumer Safety

- Alcohol, Firearms and Explosives
- Antitrust
- Consumer Products QA
- Monetary Protection
- Nuclear Protection
- Water Supply Evaluations

BRM version 1.0

Consumer Safety

- Firearms and Explosives Safety
- Antitrust Control
- Consumer Products Quality Assurance
- Monetary Protection

Changes	Explanations
Deleted <i>Alcohol</i>	Alcohol is now considered a <i>Controlled Substance</i> located in the Law Enforcement Line of Business.
Deleted <i>Nuclear Protection</i> and <i>Water Supply Evaluations</i>	<i>Water Supply Evaluation</i> was transferred to the Environmental Management Line of Business. Nuclear materials are not considered a consumer product. <i>Nuclear Protection</i> , therefore, was transferred to <i>Weapons Control</i> within Defense and National Security Ops .

Defense and National Security Operations

Draft BRM



BRM version 1.0



Changes	Explanation
Combined <i>Arms Control</i> and <i>Nuclear Control</i> into <i>Weapons Control</i>	Nuclear products are considered arms or weapons in this Line of Business.

Diplomacy and Foreign Relations

Draft BRM

Diplomacy & Foreign Relations

- Conflict Resolution
- Foreign Economic Development
- Promote Reform
- Trade
- Treaties, Agreements

BRM version 1.0

Diplomacy & Foreign Relations

- Conflict Resolution
- Foreign Socio-Economic and Political Development
- Treaties and Agreements

Changes	Explanations
Consolidated <i>Foreign Economic Development</i> and <i>Promote Reform</i> into <i>Foreign Socio-Economic and Political Development</i>	Economic Development (for an underdeveloped state) is typically dependent on political reform. It is useful to think of these two activities in unison.
Deleted <i>Trade</i>	All trade related activities are located in the Trade Line of Business.

Disaster Management

Draft BRM

Disaster Management

- Emergency Response
- Monitoring/Prediction/Mitigation
- Preparedness/Planning
- Repair and Restore

BRM version 1.0

Disaster Management

- Disaster Monitoring and Prediction
- Disaster Preparedness/Planning
- Disaster Repair and Restore
- Emergency Response

Changes	Explanations
No Changes	

Domestic Economy

Draft BRM



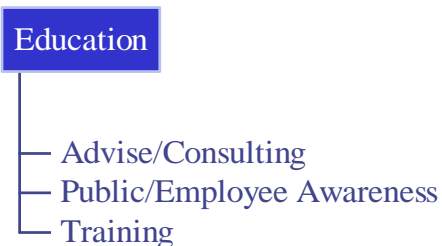
BRM version 1.0



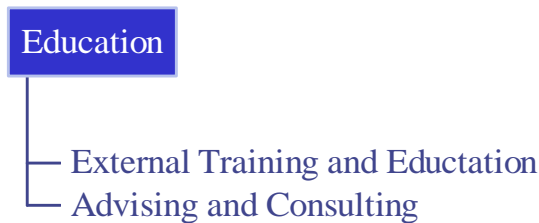
Changes	Explanations
Deleted <i>Fiscal</i> from <i>Fiscal and Monetary Control</i>	<i>Fiscal Control</i> is the accounting and management of the federal budget, and therefore captured within the <i>Financial Management</i> Sub-Function in the Internal Operations/ Infrastructure Line of Business.
Deleted <i>Promote Exports</i>	All trade related activities are located in the Trade Line of Business.

Education

Draft BRM



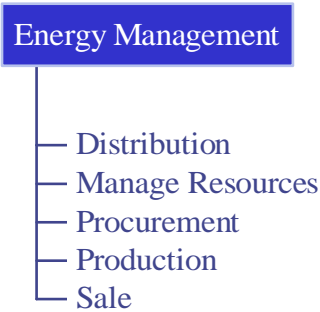
BRM version 1.0



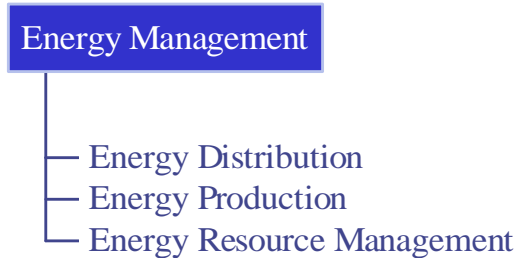
Changes	Explanations
Deleted <i>Public/Employee Awareness</i>	The activities within the <i>Public/Employee Awareness</i> Sub-Function were transferred to the Public Affairs Line of Business.

Energy Management

Draft BRM



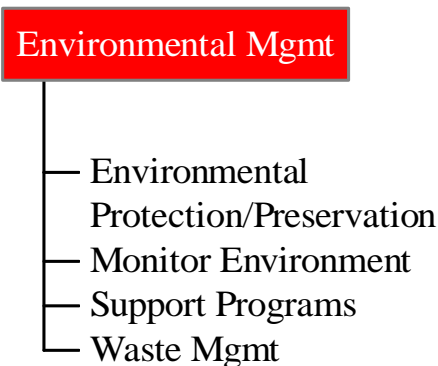
BRM version 1.0



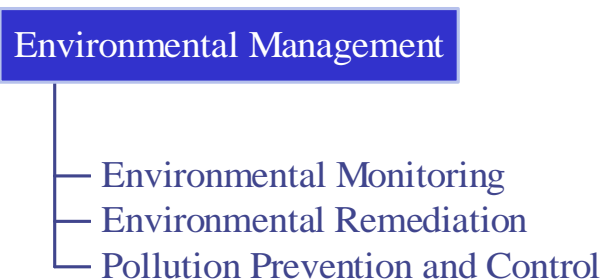
Changes	Explanations
Deleted <i>Procurement</i> and <i>Sale</i> Sub-Functions	<i>Procurement</i> and <i>Sale</i> activities are now considered a component of <i>Energy Resource Management</i>

Environmental Management

Draft BRM



BRM version 1.0



Changes	Explanation
Changed Sub-Functions to: <i>Environmental Monitoring</i> , <i>Environmental Remediation</i> , and <i>Pollution Prevention and Control</i>	This was proposed by EPA and better captures the functions of Environmental Management

Insurance

Draft BRM



BRM version 1.0



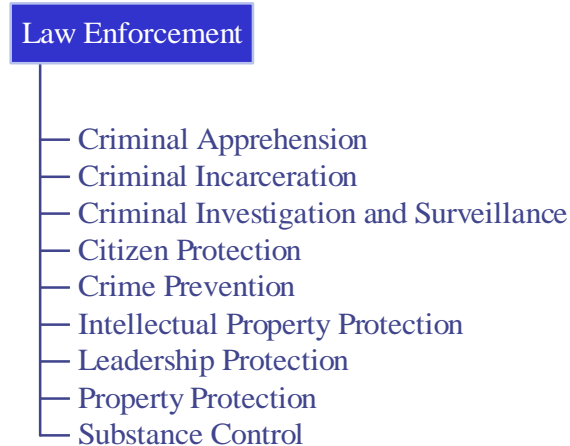
Changes	Explanations
Deleted all Sub-Functions and replaced them with: <i>Issue Insurance</i> and <i>Service Insurance</i> .	Previous Sub-Functions contained process-orientated wording. Many Sub-Functions were re-worded to promote consistency.

Law Enforcement

Draft BRM



BRM version 1.0



Changes	Explanation
Combined <i>Surveillance</i> and <i>Investigation</i>	These Sub-Functions are too similar to warrant individual Sub-Functions.
Added <i>Crime Prevention</i>	This Line of Business had not been accounted for in the Draft BRM.
Added <i>Citizen Protection</i>	This was proposed by DOJ and not previously captured as a Sub-Function.

Legal

Draft BRM

Legal

- Adjudication
- Facilitate Legal Resolutions
- Legislation
- Perform Investigations
- Prosecution/Litigation
- Provide Legal Services

BRM version 1.0

Legal

- Judicial Hearings
- Legal Defense
- Legal Investigations
- Legal Prosecution/Litigation
- Resolution Facilitation

Changes	Explanation
Deleted <i>Legislation</i>	All legislative activities are captured in the Legislative Management Line of Business within the Support Delivery of Services Business Area.
Changed <i>Provide Legal Services</i> to <i>Legal Defense</i>	This better captures the nature of the legal services being offered in contrast to <i>Legal Prosecution/Litigation</i> .

Marketable Asset Management (New)

Draft BRM

Asset Management

- Commercial Products
- Facilities
- Financial
- Information
- Natural Resources
- Technology
- Land

BRM version 1.0

Marketable Asset Management

- Personal Property
- Real Property
- Financial Assets

Changes	Explanation
Split Asset Management into two Lines of Business: 1)	This split recognizes two distinct asset classes that the federal government manages. Marketable Asset Management includes

Changes	Explanation
Marketable Asset Management, and 2) Public Asset Management	assets that have a commercial value and subsequently sold in the private sector. Public Asset Management , on the other hand, includes assets that are entrusted to the federal government to manage as a public good and not marketed in the private sector.
Redefined <i>Commercial Products</i> into <i>Personal Property, Real Property, and Financial Assets</i>	In the Draft BRM, <i>Commercial Products</i> was intended for agencies that provide services to the federal government (i.e., GSA, OPM) rather than a direct service to citizens. In the BRM version 1.0, these tasks are located in the Internal Operations/Infrastructure Business Area. Redefining <i>Commercial Products</i> into three new Sub-Functions broadens the Marketable Asset classes into three distinct categories that were not recognized in the Draft BRM.
Deleted <i>Facilities, Financial, Information, Natural Resources, Technology</i> and <i>Land</i>	<i>Facilities and Information</i> were transferred to the Public Asset Management Line of Business. <i>Natural Resources</i> and <i>Land</i> are already captured within the Recreation & Natural Resources Line of Business. The original function of <i>Financial</i> , “protecting, creating and circulating currency, coinage...” is now considered a <i>Monetary Control</i> function located in the Domestic Economy Line of Business. The management of <i>Technology</i> is now considered its own Line of Business, <i>IT Management</i> , within the Support Delivery of Services Business Area.

Public Asset Management (New)

Draft BRM

BRM version 1.0

Asset Management

- Commercial Products
- Facilities
- Financial
- Information
- Natural Resources
- Technology
- Land

Public Asset Management

- Cultural Archives and Artifacts
- Public Funds
- Public Facilities
- Public Records/Data Management

Changes	Explanation
Split Asset Management into two Lines of Business: 1) Marketable Asset Management , and 2) Public Asset Management	This split recognizes two distinct asset classes that the federal government manages. Marketable Asset Management includes assets that have a commercial value and subsequently sold in the private sector. Public Asset Management , on the other hand, includes assets that are entrusted to the federal government to manage as a public good and not marketed in the private sector.

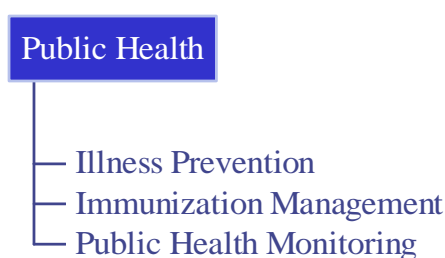
Changes	Explanation
Added <i>Public Funds</i>	Activities for this Sub-Function were not captured in the Draft BRM. This now accounts for federal funds that are managed by the federal government such as the Indian Trust Fund.
Added <i>Cultural Archives and Artifacts</i>	Activities for this Sub-Function were not captured in the Draft BRM. This now accounts for items such as museums and/or their archives.
Changed <i>Information</i> to <i>Public Records Management</i>	<i>Public Records Management</i> better captures the idea of a citizen service - information that can be readily used by society.
Deleted <i>Commercial Products, Financial, Natural Resources, Technology, and Land</i>	The <i>Commercial Products</i> Sub-Function is redefined within the Marketable Asset Management Line of Business. The original function of <i>Financial</i> , “protecting, creating and circulating currency, coinage...” is now considered a <i>Monetary Control</i> function located in the Domestic Economy Line of Business. <i>Natural Resources</i> and <i>Land</i> are already captured within the Recreation & Natural Resources Line of Business. The management of <i>Technology</i> is now considered its own Line of Business, <i>IT Management</i> , within the Support Delivery of Services Business Area.

Public Health (New)

Draft BRM



BRM version 1.0



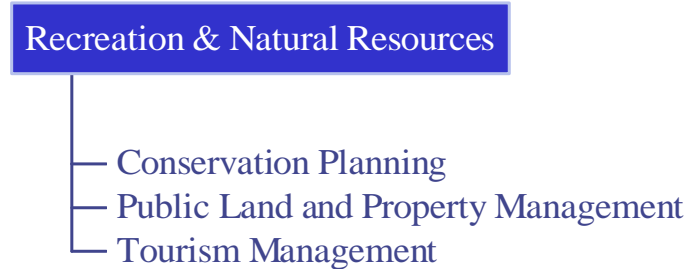
Changes	Explanation
Deleted <i>Public Health</i> from the Research & Development and Science Line of Business and created a new Line of Business for Public Health .	<i>Public Health</i> was determined not to be an activity solely within Research & Development and Science but rather a unique Line of Business separate from all other federal functions. The Sub-Functions identified for this line of business includes <i>Illness Prevention</i> , <i>Immunization Management</i> , and <i>Public Health Monitoring</i> .

Recreation and Natural Resources

Draft BRM



BRM version 1.0



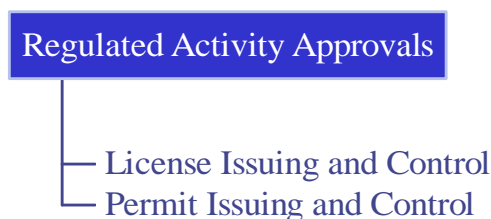
Changes	Explanation
Deleted <i>Forecasting</i> Sub-Functions	The activities within this Sub-Function are captured within <i>Conservation Planning</i> .
Added <i>Property to Land Management</i>	This Sub-Function now includes federal buildings and property on National Parks and Federal Lands.

Regulatory Activity Approvals

Draft BRM



BRM version 1.0



Changes	Explanation
Changed Line of Business to Regulated Activity Approvals .	This change now distinguishes the original Line of Business from its (implied) Sub-Functions.

Research & Development and Science

Draft BRM



- Data & Statistics Development
- Public Health
- Scientific
- Socio-Economic
- Technology

BRM version 1.0



- Data & Statistics Development
- Scientific Research and Development
- Socio-Economic Research
- Technology Research & Development

Changes	Explanation
Deleted <i>Public Health</i>	<i>Public Health</i> was determined not to be an activity solely within Research & Development and Science but rather a unique Line of Business. The Sub-Functions identified for this Line of Business include <i>Illness Prevention</i> , <i>Immunization Management</i> , and <i>Public Health Monitoring</i> .

Revenue Collection

Draft BRM



BRM version 1.0



- Debt Collection
- Tax Collection
- Other Revenue Collection

Changes	Explanation
Renamed Tax Collection to Revenue Collection	This broadens the line of business to incorporate other types of federal revenues beyond taxes.

Social Services

Draft BRM



BRM version 1.0



Changes	Explanation
Added <i>Burial Services</i>	This is a function performed by VA that was not captured in the Draft BRM.
Deleted <i>Refugee Services</i>	There are no services unique to Refugees that are distinct from other Social Services . In addition, services specific to demographics or segments of the population are not distinguishable within this enterprise architecture.
Transferred <i>Provide Public Facilities</i> to the Public Asset Management Line of Business	All public assets that are considered non-marketable public goods are located in the Public Asset Management Line of Business.
Deleted <i>Postal Service</i>	<i>Postal Services</i> were determined not to be a Social Service but rather a unique independent operation of the Federal Government – not to be included in this version of the BRM.

Trade (Import/Export)

Draft BRM



BRM version 1.0



Changes	Explanation
Added <i>Export Promotion</i>	This Sub-Function was removed from the Domestic Economy Line of Business to consolidate all Trade related functions.

Transportation

Draft BRM



BRM version 1.0



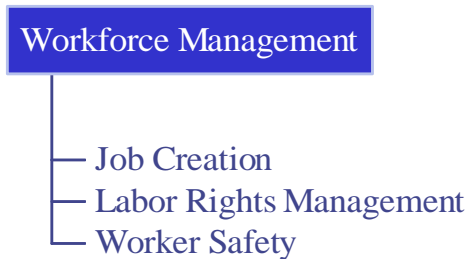
Changes	Explanation
All Sub-Functions were deleted and replaced with the following: <i>Air Traffic Control</i> , <i>Land Transportation</i> , <i>Maritime Transportation</i> , and <i>Space Operations</i> .	These new Sub-Functions were proposed by DOT and were not captured in the Draft BRM.

Workforce Management

Draft BRM



BRM version 1.0



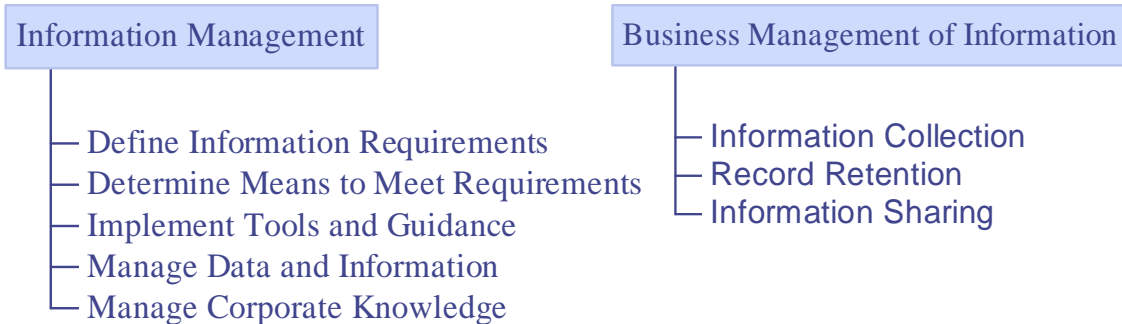
Changes	Explanation
Changed Line of Business title from Labor to Workforce Management .	Workforce Management is a broader title and better captures the intent of the Sub-Functions

SUPPORT DELIVERY OF SERVICES

Business Management of Information (New)

Draft BRM

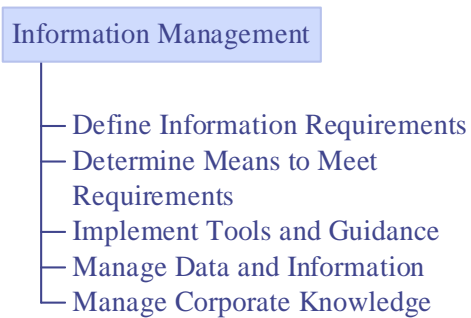
BRM version 1.0



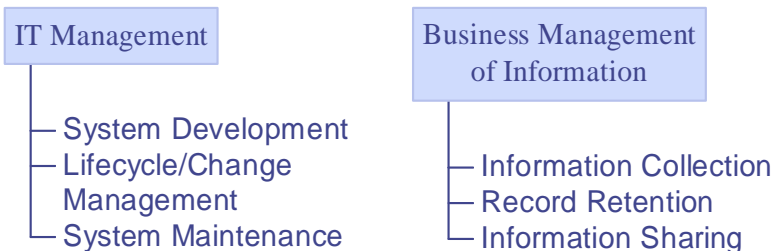
Changes	Explanation
Split Information Management into two Lines of Business: 1) Business Management of Information and 2) IT Management	The addition of the Business Management of Information Line of Business acknowledges the requirements of managing information that may not necessarily be IT related. The IT Management Line of Business recognizes the resources required for in-house IT application development common among many agencies.
Consolidated <i>Manage Data and Information</i> and <i>Manage Corporate Knowledge</i> into <i>Information Collection</i>	These Sub-Functions contained process-oriented wording and are now captured in the <i>Information Collection</i> Sub-Function.
Added <i>Record Retention</i>	This is a Sub-Function that was not captured in the Draft BRM.
Added <i>Information Sharing</i>	This is a Sub-Function that was not captured in the Draft BRM.
Deleted <i>Define Information Requirements</i> , <i>Determine Means to Meet Requirements</i> , and <i>Implement Tools and Guidance</i> .	These activities were transferred to the IT Management Line of Business.

Information Management (Split into two Lines)

Draft BRM



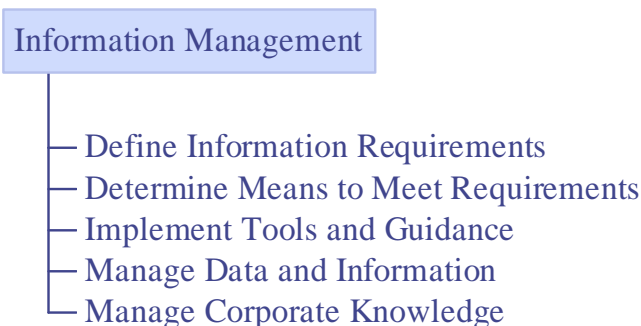
BRM version 1.0



Changes	Explanation
Split Information Management into two Lines of Business: 1) Business Management of Information and 2) IT Management	The addition of the Business Management of Information Line of Business acknowledges the requirements of managing information that may not necessarily be IT related. The IT Management Line of Business recognizes the resources required for in-house IT application development common among many agencies. See IT Management and Business Management of Information for specific changes.

IT Management

Draft BRM



BRM version 1.0



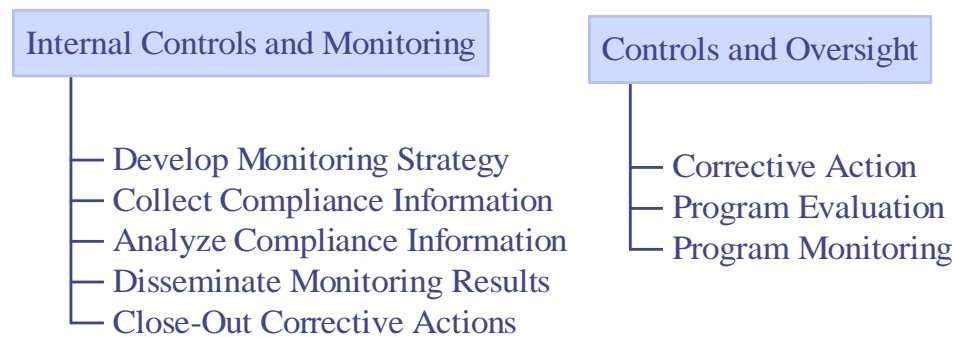
Changes	Explanation
Split Information Management into two Lines of Business: 1) Business Management of Information and 2) IT Management	The addition of the Business Management of Information Line of Business acknowledges the requirements of managing information that may not necessarily be IT related. The IT Management Line of Business recognizes the resources required for in-house IT application development common among many agencies.
Consolidated <i>Define Information Requirements, Determine Means</i>	These Sub-Functions contained process-oriented wording and are now captured in the <i>System Development</i> Sub-Function.

<i>to Meet Requirements, and Implement Tools and Guidance into System Development</i>	
Added <i>Life-Cycle / Change Management</i>	This is a Sub-Function that was not captured in the Draft BRM.
Added System Maintenance	This new Sub-Function captures the requirements and resources necessary for in-house developed IT systems.

Controls and Oversight

Draft BRM

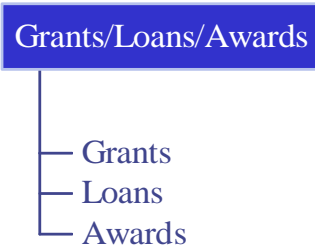
BRM version 1.0



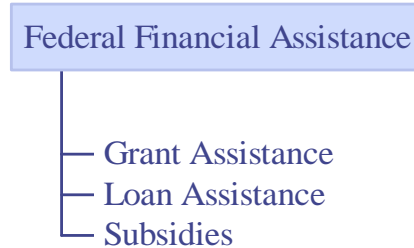
Changes	Explanation
Consolidated <i>Develop Monitoring</i> and <i>Disseminate Monitoring Results</i> into <i>Program Monitoring</i>	<i>Develop Monitoring</i> and <i>Disseminate Monitoring Results</i> contained process-oriented wording. Many Sub-Functions were re-worded to promote consistency.
Consolidated <i>Collect Compliance Information</i> and <i>Analyze Compliance Information</i> into <i>Program Evaluation</i>	<i>Collect Compliance Information</i> and <i>Analyze Compliance Information</i> contained process-oriented wording. Many Sub-Functions were re-worded to promote consistency.
Changed <i>Close-Out Corrective Actions</i> to <i>Corrective Action</i>	<i>Close-Out Corrective Actions</i> contained process-oriented wording. The new Sub-Function, <i>Corrective Action</i> , broadens the original constraint of <i>Close-Out</i> activities to include the enforcement of all activities to remedy internal or external programs that have been found non-compliant with a given law, regulation, or policy.

Federal Financial Assistance

Draft BRM



BRM version 1.0



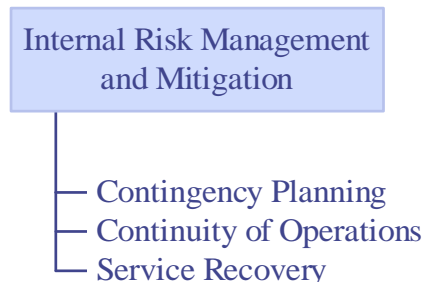
Changes	Explanation
Transferred <i>Federal Financial Assistance</i> from Citizen Services to Support Delivery of Services	Grants, Loans, and Subsidies are considered the means for delivering citizen services and therefore located in Support Delivery of Services .
Changed Line of Business to Federal Financial Assistance .	The new title now distinguishes the Line of Business from the Sub-Functions.
Added <i>Subsidies</i>	The activities for this function were not captured in the Draft BRM.
Deleted <i>Awards</i>	<i>Awards</i> is not a type of Federal Financial Assistance. <i>Awards</i> for federal employees is now located in Human Resources . The granting of <i>Awards</i> beyond the federal government (e.g., citizen recognition) is not considered as a unique federal Line of Business or Function but rather as an element of a federal service to which it is attributed.

Internal Risk Management & Mitigation (New)

Draft BRM

Not Represented

BRM version 1.0



Changes	Explanation
This is a new Line of Business	The Draft BRM did not reflect any of the various methods relating to the processes of analyzing exposure to risk and determining appropriate counter-measures.

Legislative Management

Draft BRM

Legislative Management

- Draft Proposed Legislation
- Determine Position
- Track/Monitor Legislations
- Testify/Advising

BRM version 1.0

Legislative Management

- Legislation Tracking
- Legislation Testimony
- Proposal Development

Changes	Explanation
Added <i>Proposal Development</i>	This is a Sub-Function that was not captured in the Draft BRM.
Changed <i>Testify/Advising</i> to <i>Legislation Testimony</i>	This better reflects the formal exchange of information between an agency and congress.
Deleted <i>Draft Proposed Legislation</i>	<i>Draft Proposed Legislation</i> is a process-oriented activity now contained within the <i>Policy and Guidance Development</i> Sub-Function in the Regulatory Management Line of Business.
Deleted <i>Determine Position</i>	<i>Determine Position</i> is a process-oriented activity, not function. This activity is now contained within the <i>Policy and Guidance Development</i> Sub-Function in the Regulatory Management Line of Business.

Other Regulatory (Deleted)

Draft BRM

Other Regulatory

- Advising and Consulting
- Auditing
- Ensure Compliance
- Supervises

BRM version 1.0

Deleted

Changes	Explanation
Deleted <i>Advising and Consulting</i>	<i>Advising and Consulting</i> is now considered an activity of <i>Communications and Outreach</i> .
Deleted <i>Auditing</i>	The activities required under <i>Auditing</i> are now located either in the <i>Program Evaluation</i> Function of Controls and Oversight (for events internal to the federal government) or in the <i>Legal Investigation</i> Function of the Legal Line of Business (for events external to the

	federal government)..
Deleted <i>Ensure Compliance</i>	The activities under the <i>Ensure Compliance</i> Function are now located in the <i>Program Evaluation</i> Function of the Controls and Oversight Line of Business.
Deleted <i>Supervises</i>	The activities under the <i>Supervises</i> Function are now located in the <i>Program Monitoring</i> Function of the Controls and Oversight Line of Business.

Planning and Resource Allocation (New)

Draft BRM

BRM version 1.0

Not Represented

Planning and Resource Allocation

- Budget Formulation
- Capital Planning
- Enterprise Architecture
- Project Planning
- Strategic Planning
- Budget Execution

Changes	Explanation
This is a new Line of Business	<p>This new Line of Business involves the activities of determining strategic direction, identifying and establishing programs and processes to enable change, and allocating resources (capital and labor) among those programs and processes.</p> <p>Two Sub-Functions, <i>Budget Formulation</i> and <i>Strategic Planning</i> were transferred from other Lines of Business within the BRM. <i>Budget Formulation</i> was transferred from Financial and <i>Strategic Planning</i> from Administration.. The other four Sub-Functions, <i>Capital Planning</i>, <i>Enterprise Architecture</i>, <i>Project Planning</i>, and <i>Budget Execution</i> are new Sub-Functions not represented in the Draft BRM.</p>

Public Affairs (New)

Draft BRM

Not Represented

BRM version 1.0

Public Affairs

- Citizen Service
- Communications and Outreach
- Product Marketing
- Public Relations

Changes	Explanation
This is a new Line of Business	The Draft BRM did not reflect any of the various methods of how the federal government interacts with the stakeholders, citizens, and the general population in support of delivering its services.

Regulatory Management

Draft BRM

Regulatory Management

- Analyze Legislation/Policy
- Draft/Publish Proposed Rule
- Collect Stakeholder Comments
- Draft/Publish Final Rule

BRM version 1.0

Regulatory Management

- Policy and Guidance Development
- Public Comment Tracking
- Regulatory Management
- Rule Publication

Changes	Explanation
Added <i>Regulatory Management</i> and <i>Policy and Guidance Development</i>	These are Sub-Functions that were not captured in the Draft BRM.
Changed <i>Collect Stakeholder Comments</i> to <i>Public Comment Tracking</i>	This better identifies the citizen as the service client.
Consolidated <i>Draft/Publish Proposed Rule</i> and <i>Draft/Publish Final Rule</i> into <i>Rule Publication</i>	<i>Draft/Publish Proposed Rule</i> and <i>Draft/Publish Final Rule</i> contained process-oriented wording and have been rewritten into a single Sub-Function.
Deleted <i>Analyze Legislation/Policy</i>	<i>Analyze Legislation/Policy</i> is now contained within the <i>Policy and Guidance Development</i> Sub-Function.

INTERNAL

OPERATION/INFRASTRUCTURE

Administration

Draft BRM

Administration

- Policy Making
- IT Infrastructure
- Security
- Help Desk
- Facilities Management
- Strategic Planning, Performance Measures

BRM version 1.0

Administration

- Facilities, Fleet, and Equipment Management
- Help Desk Services
- IT Infrastructure Maintenance
- Security Management
- Travel
- Workplace Policy Development and Management

Changes	Explanation
Changed the scope of <i>Policy Making</i> to <i>Workplace Policy Development and Management</i>	The Sub-Function, <i>Workplace Policy Development and Management</i> , is now focused more narrowly on agency-specific policies directed towards workforce management.
Expanded <i>Facilities Management</i> to <i>Facilities, Fleet, and Equipment Management</i>	This broadened Sub-Function, <i>Facilities, Fleet, and Equipment Management</i> , now captures federally owned office items from buildings to supplies.
Deleted <i>Strategic Planning, Performance Measures</i>	This Sub-Function was transferred to the Planning and Resource Allocation Line of Business.
Added <i>Travel</i>	<i>Travel</i> is no longer considered a separate Line of Business but rather an administrative function.

Financial Management

Draft BRM

Finance

- Formulate Budget
- Execute Budget
- Maintain Financial Accounts
- Manage Funds
- Prepare Financial Reports

BRM version 1.0

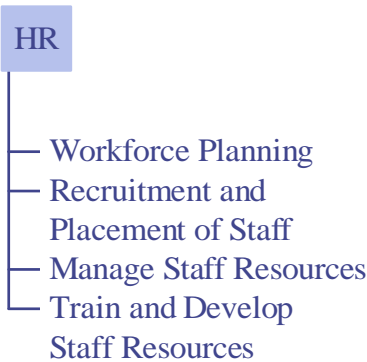
Financial Management

- Cost Management
- Financial Reporting
- Funds Management
- General Ledger Management
- Payment Management
- Receivable Management

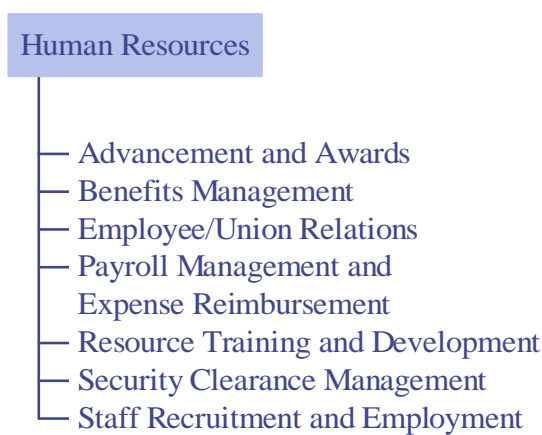
Changes	Explanation
Replaced <i>Execute Budget</i> , <i>Maintain Financial Accounts</i> , <i>Manage Funds</i> , and <i>Prepare Financial Reports</i> with Joint Financial Management Improvement Program (JFMIP) requirements	This aligns federal initiatives and facilitates the standards development of both JFMIP and the Federal Enterprise Architecture.
Deleted <i>Formulate Budget</i>	This Sub-Function was transferred to the Planning and Resource Allocation Line of Business.

Human Resources

Draft BRM



BRM version 1.0



Changes	Explanation
Deleted <i>Workforce Planning</i>	<i>Workforce Planning</i> is now an activity within the Sub-Functions of the Planning and Resource Allocation Line of Business.
Consolidated <i>Manage Staff Resources</i> and <i>Recruitment and Placement of Staff</i> into <i>Staff Recruitment and Employment</i>	The activities within each of these Sub-Functions were too similar to warrant their separate identification.
Added <i>Advancement and Awards</i>	Activities for this Sub-Function were not captured in the Draft BRM.
Added <i>Benefits Management</i>	Activities for this Sub-Function were not captured in the Draft BRM.
Added <i>Employee/Union Relations</i>	Activities for this Sub-Function were not captured in the Draft BRM.
Added <i>Payroll Management and Expense Reimbursement</i>	Activities for <i>Payroll Management</i> were not captured in the Draft BRM whereas activities for <i>Expense Reimbursement</i> were located in the (now deleted) Travel Line of Business.
Added <i>Security Clearance Management</i>	Activities for this Sub-Function were not captured in the Draft BRM.

Supply Chain Management

Draft BRM



BRM version 1.0



Changes	Explanation
Split <i>Procurement</i> into <i>Goods Acquisition</i> and <i>Services Acquisition</i>	This differentiates the activities involved with the acquisition of goods from the acquisition of services (i.e., contract management).

Travel (Deleted)

Draft BRM



BRM version 1.0

Deleted

Changes	Explanation
Transferred <i>Reimbursement</i> to the Human Resources Line of Business	<i>Reimbursement</i> is a Human Resources function.
Deleted <i>Vouchers</i> and <i>Reservations/Scheduling</i>	These functions are activities within the <i>Travel</i> function in the Administration Line of Business.